

IMPLEMENTATION OF THE AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) OF 2009

ARRA Workforce Investment Act (WIA) Local Plan Modification Program Year 2009

Name of LWIA: Coconino County

Agency Name: Coconino County - Career Center

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The individual named above must be able to answer questions from the
Arizona Department of Economic Security, WIA Section.

LWIA ARRA ALLOCATIONS:

ADULT	YOUTH	DISLOCATED WORKER	RAPID RESPONSE
\$ 91,774	\$266,530	\$203,872	\$24,465

SECTION I: LWIB VISION

GENERAL PLAN

1. Provide the refined vision developed by the LWIB to use ARRA funds to improve its effectiveness and leverage changes in the system's basic operations that will lead to a strong, invigorated workforce system.

Coconino County Career Center, as the program administrator for the Coconino County Local Workforce Investment Act programs, initiated a strategic ARRA implementation plan that was approved at the February 19, 2009 meeting of the Local Workforce Investment Board for the American Recovery & Reinvestment Act of 2009 (H.R. 1). These funds offered the opportunity for the Coconino County workforce system and partners to promote the guiding principals, and preferred impacts, of the ARRA grant through services that would stimulate the local economy. ARRA funds also allowed the local workforce system that had lost 51% of funds in the last 8 years to ramp up and begin to provide services in the manner envisioned in the Workforce Investment Act, but not previously funded at the level required for impact. With the inclusion of new funds and direction, enhanced existing WIA programs, and the new summer youth program, the Career Center will support all 9 principles of using ARRA funds and include opportunities for unemployed and underemployed workers and youth to achieve success through the Workforce Investment Act (WIA) program. However, the Coconino LWIB supports a deeper focus on 3 key principles of ARRA: alignment of funding streams, development of sectoral strategies, and employing an innovative & future focus for initiatives created or supplemented with this grant. Job development, education and training will be focused on high growth industries for sustainable jobs, with a special emphasis on green jobs and allied health fields.

The Coconino County Local Workforce Investment Board approved a JOBS 2009 Proclamation at their February 19, 2009 meeting that called upon all workforce partners and employers to assist in the implementation of this plan to strengthen the workforce system and One Stop Centers by "identifying, evaluating and coordinating workforce programs" and provide a much needed benefit to both employers and job seekers during challenging economic times. Our method of service will include multiple partnerships in the LWIA, such as those 42 partners - including the County Board of Supervisors and the City of Flagstaff Mayor and Council - who signed on to the Proclamation for the JOBS 2009 initiative.

2. Describe the LWIB's ramp up efforts undertaken in response to the increased ARRA funding for WIA.

Even before receiving funds for the ARRA programs, the LWIB took action at the February meeting to develop strategies to implement this initiative. The LWIB, LWIB Youth Council, and One Stop Operators team, brings to the table all necessary workforce partners that would be required for collaboration. However, due to the 51% decrease in WIA funds, and the Arizona State budget situation in which non-WIA funded workforce partners were hampered by working under reduced funding and

hiring freezes, much work will be needed to begin to increase the provision of services. This deficit is one of the reasons that the JOBS 2009 initiative was begun, to avoid duplication by identifying services for those in need, and to identify gaps that may be filled in with new funds or partner resources. To promote this goal, staffing and facilities will be developed to keep pace with stimulus requirements, including outreach, internet technology development, increased business services and job development. Community assistance will be county-wide. Examples of the methods used by the LWIB to take advantage of the new opportunities of the ARRA grant included the following:

- 1) Increased job seeker outreach efforts – partnered in 4 Job Fairs, published a monthly newspaper ad listing all the services available through the work force system, and encouraged increased media coverage of new resources.
- 2) Collaborate with the Coconino County Sustainable Economic Development Initiative through the development and implementation of a Business and Education Survey to identify local business training needs, and develop short term and long term solutions to meet those needs through existing grants, and the identification of new resources and potential grants available in ARRA and other federal programs.
- 3) Promote governmental collaboration with Tribal partners by hosting a session with a representative from the Region 6 DOL, the Career Center, the County Board of Supervisors, the County Strategic Initiatives Director, and Navajo Nation Tribal leaders, to discuss strategies to collaborate with each other and maximize the use of stimulus funds.
- 4) Advocate for increased resources to be placed at the local One Stops from State DES re-employment ARRA grants.
- 5) Enhanced marketing to business and local employers through the JOBS 2009 Initiative.
- 6) Strategic placements of Interns from the Summer Youth program to promote initiatives: interns were placed at all the Chambers of Commerce in the county to strengthen ties to the business community. In addition, an intern was placed at the JOBS 2009 Initiatives to develop a website for the collaboration.
- 7) Interns were placed at local One Stops, and with other workforce partners to assist in responding to increased customer flow.
- 8) Increased temporary staffing levels at the Career Center.
- 9) Increased staff training for ARRA staff, One Stop staff, and the Rapid Response team, brought in an expert from Maricopa County to train the Rapid Response team in how to effectively manage the larger scale lay offs anticipated due to the economic downturn.
- 10) Increased employment workshops and seminars offered to the public through the JOBS 2009 initiative in which even employers offered workshops on employment success, in addition to trainers from the workforce system.
- 11) Extended time limits on OJT and WEX contracts;
- 12) Opened a new “Re-Employment” Center at the Career Center called the JOBS room to increase capacity, and enhance services offered to job seekers and employers. This enabled us to improve job search information

- and workshops;
- 13) Double the ITA, and increase Support Services, for Dislocated Workers to cover more of the costs of training.
 - 14) Offered additional incumbent worker training;
 - 15) Partnering with CREC, NACOG's Weatherization Department and the Department of Transportation for placement;
 - 16) Enhanced Web-based outreach through the development of the JOBS 2009 website.

3. In reviewing the LWIA allocation amount, will the LWIA be able to build capacity enough to accept and spend the total amount designated for the entire service area?

☒ YES

☐ NO

If the response is no, you must contact the WIA Fiscal Section and notify them of the amount you will not be able to expend.

SECTION II: ECONOMIC INDICATORS

LABOR MARKET INFORMATION

1. Describe the collaboration efforts the LWIB has in place to obtain job listings of employment opportunities connected to other ARRA recipients and related economic recovery. (e.g. weatherization, transportation, etc.)

The LWIB is collaborating with other ARRA recipients in the local area, including the Northcountry Health Care organization that has received 4 stimulus grants in Allied Health. The Career Center will work with the NACOG Weatherization division to partner to provide weatherization services to low income families and for job training. Staff has conferred with the Department of Transportation and Northern Arizona Building Association to provide trainees and Dislocated Worker referrals. NAU and our Community College are applying for numerous ARRA grants, including Pathways Out Of Poverty, and the Career Center is either on grant writing teams, or available as a resource for supplying labor or trainees should the grants be funded. All ARRA jobs will be listed in the Virtual One-Stop System (VOS). We also partner to include web job listings, information to publications, and with the local Chambers of Commerce for job development. The Career Center has also written 2 YouthBuild grants to attempt to secure funds for training in green jobs.

2. Explain in detail the method in which the LWIB has conducted/identified economic trends and emerging industry and job growth for both short and long term planning.

The Workforce Informer and the O-Net websites have provided job growth and emerging industry information. Local contacts such as LWIB members, Chambers of Commerce and local news media continue to provide updates on current economic trends within the area. The Career Center Director sits on the Flagstaff Chamber of Commerce Executive Board, and the Career Center is a member of all Chambers in the County. We also use the state local market information to determine up to date opportunities, declining and growing industries. The Career Center is a partner in a Business, Education and Industry survey being conducted by NAU for the Sustainable Economic Development Initiative (SEDI) which will identify regional industry trends, labor needs, and emerging job potential. Business Outreach staff continues to contact local businesses in high growth areas, such as healthcare, green jobs and manufacturing. Personal contact has increased and provides an expanded avenue for job development. Research on "green jobs" is ongoing through local contacts and participation in the County Sustainable Economic Development Initiative, and their Green Collar Workforce committee. In addition, the County is a member of the US Green Building Council and this connection provides valuable linkages to this industry.

3. Indicate how the LWIB is addressing the key provisions of the ARRA by outlining the growth of green jobs and healthcare jobs and the strategies for providing training in these fields.

The LWIB is addressing key provisions of the ARRA by supporting Career Center staff efforts to increase job development opportunities, especially in the healthcare field and

green jobs. Due to the fact that the Career Center is the manager of a DOL Green YouthBuild project, the study of the growth of green jobs, and developing methods to train people for that emerging industry is why the Career Center is considered a local leader in the field. As mentioned in other sections of this Plan, The Career Center has staff on 2 task forces of the Sustainable Economic Development Initiative that studies green growth, and identify methods to capitalize on these industries. The Career Center has secured an ARRA grant to host a **Green Jobs for Women** Roundtable. The Roundtable will be conducted on October 29 and will bring together 50 community leaders to explore the topic, identify issues and gaps, and recognize best practices that can assist women in securing high paying green jobs. The information from this forum, including the Green Careers Resource Guide which includes the ONET listing of Green Jobs, will be loaded on a flash drive for participants, and all materials and green jobs resource links will be added to the Career Center website at the conclusion of the event. In addition, the County will also issue a Proclamation to note that time as Green Jobs Week. Career Center Business Outreach staff are focusing on developing training for in-demand and growth jobs, that include healthcare and green jobs. We have expanded partnerships with the community college, labor organizations and community organizations to increase awareness of and participation in green jobs under way. The Career Center has developed a joint application, in partnership with Yavapai County, to complement our ARRA funds with an ARRA set-aside System Building job training grant from The Governors Workforce Policy Council to provide training assistance for creating new online medical records, as envisioned by the Obama Administration, for the Allied Health industry. The Career Center provided 103 summer youth internships through this ARRA grant, and 53% of those jobs were in green jobs, or the health field.

SECTION III: SERVICE DELIVERY

TARGET GROUPS, SERVICES, NEEDS RELATED PAYMENTS (NRP), SUPPORT SERVICES, PARTNERSHIPS

1. Describe innovative service delivery strategies the LWIB has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration, and meet other key provisions of the ARRA.

The objective of the Coconino Local Workforce Investment Board is to increase outreach, especially to youth and Dislocated Workers since those are the two largest funding streams received from the ARRA grant. Job training partnerships include: Coconino Community College, the Joint Technical Education District (CAVIAT), NACOG weatherization programs, and the SEDI green collar workforce committee. In addition, the Career Center has applied for an ARRA set aside grant to offer online medical record conversion training, and home health care training assistance to the Allied Health industry. The Career Center will target \$10,000 in Adult/DW grant funds to continue the Allied Health program that was previously made possible through state incentive grants to support students in the completion of their Nursing and Dental Hygiene training.

Leaders from the area participates with the NACOG Economic Development District to develop planning and direct service partnerships with the three local workforce areas, Coconino, Apache/Navajo, and Yavapai Counties. The Coconino County Career Center Director serves on the Economic Development Council (EDC) serving the four counties. The LWIBs agreed to partner in their planning efforts, together with the District, for mutual planning and serve on the EDC to keep the lines of communication open in the Region. The EDC has a Workforce Development committee. The Coconino County LWIA Director sits on this committee to define projects and services to our mutual customers on related issues.

The LWIB participated in the B3 program sponsored by Arizona Public Service. This program provides economic professionals with a survey tool to evaluate local organizations, helps assess the existing industrial base, helps identify at-risk companies and generates quantifiable facts on local businesses. This program strengthens communities by retaining and expanding existing businesses. Communities benefit by retaining jobs and creating new jobs.

The Career Center also increased the ITA and Support service amounts to participants, due to the increase in funds from ARRA. To enhance services to participants, we also opened a new “re-employment” center called the JOBS room to complement the One Stop by increasing the capacity for direct services to job seekers and employers.

2. Explain the service strategy designed by the LWIB, which aligns all services and resources to support career pathways to emerging and future high growth jobs and industries designed to target the populations identified in the ARRA.

The service strategy which aligns all services and resources is provided in the Individual Service Strategy for youth and the Individual Employment Plan for Adults and

Dislocated Workers. Career pathways to emerging green jobs and high growth jobs in the healthcare field will be explored using internet access and career assessment programs. Low income populations and at-risk youth are targeted for self-paced tutorials and one-on-one resume assistance. A wide variety of workshops is provided in the JOBS rooms as a first step to re-employment for Dislocated Workers or entry level positions for at risk youth and low skilled/low income adults. This job readiness training enhances the ability of all participants to be successful in employment and allows participants' to gain skills quickly. In today's challenging labor market, even workers with high skill levels find themselves at risk of remaining unemployed.

Coconino County is the most highly educated county in the State, and this increases the competition for jobs for new entrants to the labor market, or those with barriers. In addition, an increase in older workers - whose retirement has proven to not be adequate due to economic conditions - has created a new group of applicants that requires specialized services. The Career Center JOBS room has developed special Job Clubs for aligned groups, and an array of online and trainer delivered workshops to meet the variety of needs of the newly unemployed and at risk populations.

Staffing and facilities will be developed to keep pace with stimulus requirements, which include outreach, internet technology development and business services. One focus is retraining Dislocated Workers for a new industry career such as health care or green jobs. The LWIA is increasing the LLSIL to 400% in order to allow more participant access to Customized Training opportunities.

3. Provide in detail, how the LWIB has reviewed and updated policies for delivering supportive services and providing Needs Related Payments (NRP), based on the emphasis to serve recipients of public assistance, low-income, displaced and under-skilled adults and dislocated youth.

The Career Center ITA and Support Services policy has been updated to increase funds available for participants. The Career Center met with the Coconino County LWIB at the August 12, 2009 meeting about these issues and the WIB moved to increase the Self sufficiency amount up to 400% after a conversation among members about the economy, and the increased costs of training, living expenses and education. The increased amounts for the ITA, Supportive Services and the Self Sufficiency level are indicated in another part of this revision. In addition, the Coconino County Career Center Training Support Services Guidelines and Process Policy was updated and distributed to all staff. Coconino County Finance department will not allow the Career Center to process Needs Based Payments, so the Career Center has never used this method to offer support to customers. Instead, the Career Center funds enhanced support services and makes referrals to other One Stop partners to assist those in need of additional funds.

The Career Center has ongoing working relationships and partnerships with groups that serve those receiving public assistance, are low income, displaced, under skilled adults and dislocated youth through local organizations, Local Education Authorities, the

LWIB and the Youth Council. Referrals, outreach, and co-case management is the standard for working with those groups and the organizations that serve them, since the days of CETA, and continues with ARRA funds availability. All WIA ARRA funds received and used by the Career Center will be only used for low income clients, except for Dislocated Workers. Dislocated youth, especially foster youth and public assistance recipients have been targeted for the new Summer Youth Program which will enhance work readiness skills and provide training through Work Experience. A full range of supportive services to obtain and maintain employment were provided for Summer Youth Interns, and included gas and bus vouchers, work attire and special clothing. As noted, the additional ARRA funds have been allocated to increase the level of supportive services available. Displaced workers and under-skilled low income adults are being served by providing improved job search information in the JOBS Room with the addition of easy access to work-related job websites. Bus vouchers are also available to local residents for access to jobs and job interviews.

4. Explain how WIA case managers are focusing on assisting diverse customers, including TANF and other low-income individuals, along with dislocated workers by matching skills competency training with job growth projections in the LWIA.

Career Center staff is providing outreach to low income youth, including foster youth and disabled youth, through working with the membership of the Youth Workforce Council which includes agency representatives of these special populations, local providers and high schools. The Career Center has decades of existing collaborations with groups that serve these populations to build upon, and linkages are already strong. One of the most successful collaborations is with the Northern Arizona United Way Financial Stability Partnership, of which the Career Center is a member. This partnership has “grass roots” links with low income neighborhoods and agencies that serve those in need. They have developed a simple Fact Sheet that can be given to those in need that outlines available resources. The United Way also sponsors VITA – no cost tax preparation sites for low income people to seek the Earned Income Tax Credit, and the Career Center was able to distribute information about programs at the tax sites. In addition, the United Way is a member of the Coconino County Rapid Response team.

With the infusion of additional funds, it is anticipated that more can be served. The DES privatized JOBS program was a member of the One Stop system partners group and was always invited to attend the quarterly meetings at which time information about new resources was provided. At this time, that contact has been withdrawn and staff laid off, so linkages will be built with new staff when we are notified of the new arrangement. Co-case management with JOBS and Arizona’s Children Association is beneficial to assisting foster youth and low-income individuals. In addition to serving foster children through the summer youth program, the Career Center also placed an Intern with Arizona’s Children Association to enhance their staff capacity. Interest assessments are completed prior to matching individuals with in-demand jobs in the local area. Case management focuses on transferable skill sets for high-growth jobs. Due to the economic downturn, few industries are experiencing growth. However, On-The-Job training and WEX Agreement opportunities will be developed with local employers who are experiencing growth in their industry.

5. What partnerships has the LWIB formed with community colleges and education agencies, business and labor organizations, and civic groups to align workforce development strategies for local/regional development and shared prosperity?

Partnerships established locally include eight main consortiums:

- 1) the JOBS 2009 Initiative that includes **Coconino County Community College**, education agencies, business, DES, United Way, the Chamber of Commerce, and civic groups to align workforce development strategies
- 2) the SEDI Northern Arizona Workforce Development Center Task Force that is sponsoring a market study to identify workforce development strategies and training needed to promote regional development and prosperity, and the **Community College** is part of this task force,
- 3) the Coconino Workforce Investment Board contains all those partners and focuses on this issue at every meeting, however, focus this year is on both the JOBS 2009 initiative, and developing the WorkKeys tool and training to match local talent and employers with qualified applicants. The **Community College** has 3 representatives on the LWIB and Youth Council, and 3 representatives on the Coconino County Rapid Response team.
- 4) the Canyon Region Economic Development Alliance (CREDA) is working on defining needs and solutions in the northern area of Coconino County, and includes those groups required for success,
- 5) collaborations to write green grants available through the many stimulus packages have brought together broad consortiums of groups to identify workforce development strategies and seek resources to provide solutions, currently the Career Center is partnering with the **Coconino Community College** to write a Pathways out Of Poverty Grant,
- 6) The NACOG Economic Council, on which the Career Center Director sits, has developed a regional Comprehensive Economic Development Strategy that includes strategies to promote workforce success and regional prosperity, and seek EDA funding to accomplish these goals. The Council is revising those goals to capitalize on ARRA incentives and resources. The Career Center partners with all workforce entities on this Council, and NAU is represented on this group and partners with the Career Center,
- 7) The Summer Youth Program has brought together local **colleges**, high schools, both charter and traditional, and towns and cities to provide youth and jobs for summer employment. The local Chambers of Commerce participated in providing worksites for placement of interns and as an outlet for recruitment for the new summer program.
- 8) The Northern Arizona United Way Financial Stability Partnership is a group that aligns neighborhoods in need with programs that offer resources for economic success. The Career Center has a staff person on this group and the United Way is a member of the County Rapid Response team.

6. Describe the LWIB strategies to ensure that the full range of core, intensive, training programs and services delivered through the local One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers,

low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities. *X.C.4.a (§112(b)(17)(A)(iv))*

Public media coverage and business outreach to the community has reached all types of job seekers which can be validated by the increased numbers of individuals entering the One-Stops. All One Stops in Coconino County report that their customer load has doubled in the past year. The One Stop Directors are part of a managing partners team which meets quarterly to share information about resources, including ARRA. The One-Stop Resource Rooms are open to the public and provides core services such as on-line job search, computers, copier and fax for resumes. Easy access to job-related websites has been added to all Resource Room computers. The JOBS 2009 Initiative created and distributes a flyer, and monthly newspaper ads, that notes the location of One Stops, and all the resources available to enhance community awareness of these options for job seekers and employers. Weekly job readiness workshops, and one-on-one resume assistance is available through this network. A “re-employment” room called the JOBS room was remodeled and enhanced by the Career Center with ARRA funds and offers an expanded service range and complement to One Stop services. ARRA Interns were placed at the Sunnyside Neighborhood One Stop, which is in the poorest neighborhood of Flagstaff. This One Stop reports a significant increase in customers, use has more than doubled since 2008. In fact, summer interns funded by the ARRA summer program were placed at most One Stop centers to accommodate increased customer demands. Appropriate, eligible participants are provided with access to intensive Case Management and assessment services and may be referred to training programs , as appropriate.

PRIORITY OF SERVICES

7. Explain the policies and strategies the LWIB will use to provide priority of service to veterans and eligible spouses to include identifying covered persons at the point of entry whether virtual or in person; how covered persons will be given priority over non-covered persons for the receipt of employment, training and placement services; how covered persons will be monitored and tracked for reporting purposes.

The One-Stops follows policies and procedures to comply with priority of service to Veteran’s and eligible spouses. All customers are asked to self-identify Veteran status upon sign in to the One-Stop or in the Virtual One-Stop System (VOS) . Once identified, Veterans are given precedence over non covered persons for access to the Resource Room, orientation and eligibility determination. All customers are tracked on a log that captures Veteran status and outcome. Tracking is also done using the VOS data and reports. Once a Veteran is deemed to be appropriate for WIA employment, training and placement services, priority of service will be given to the covered person over the non-covered person in accordance with policy. DES employment service staff at the One-Stops also focus on Veteran populations. We attempted to serve returning veterans through the Career Center summer youth program, but due to having to count their service related earnings, they did not meet the low income mandate of this funding source.

8. Explain the policies and strategies the LWIB will use to provide priority of service

TRAINING SERVICES

to low-income and public assistance customers.
Priority of service to ARRA funded participants will be provided to low-income and public assistance customers in accordance with grant funding policy by collecting income information and documenting the customer's initial eligibility criteria on the Priority of Service Form which becomes a part of the customer's case file.
9. Describe the LWIB's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources. <i>(IX.C.3.a.(\$112(b)(1)(i))</i>
The Career Center submitted an application to the Arizona Department of Commerce for ARRA set aside funds that if awarded would greatly increase those we can place in fast track, employer high demand training in Allied Health. In addition, the Career Center will set aside \$10,000 from Coconino County ARRA grants to continue an Allied Health training program that had previously been funded by State incentive grants, but which is no longer available. Serving additional participants may be a challenge due to increasing the ITA amount, which could mean less Dislocated Workers may be served. However, training access and opportunities for individuals will be increased through extended resource outreach and job development with local employers for On-The-Job Training and Work Experience contracts. A variety of no cost opportunities have been developed in the local area to provide computer training. Additional grant funds will enable greater flexibility to engage participants in short term training leading to employment.
10. Describe how the LWIB has evaluated the potential need to increase current ITA caps/levels. If an increase is required, what is the new ITA cap/level?
<p>The LWIB or Regional Director has the discretion to increase ITA levels based on funding. A matrix is used to evaluate funding levels for customers using new providers.</p> <p>Prior ARRA ITA Level n/a</p> <div data-bbox="812 1207 1097 1272" style="border: 1px solid black; padding: 2px; display: inline-block;">\$1,000</div> <p>Post ARRA ITA Level n/a</p> <div data-bbox="857 1314 1097 1377" style="border: 1px solid black; padding: 2px; display: inline-block;">\$5,000</div>
11. Describe the LWIBs vision for increasing the use of customized training, on-the-job training, apprenticeship, etc. in order to provide the necessary services to increased numbers of adults and dislocated workers to support their entry or reentry into the job market.
Increasing opportunities remains a challenge due to the increases in minimum wage and increased costs of training and support services. The funds from ARRA do not even raise the level of WIA funding in Coconino County to that of 2001, yet unemployment has doubled in just the last year. The Career Center has requested set aside ARRA funds from the Department of Commerce that will fund increased Employer Services that will in turn increase the use of customized training, on job training and apprenticeships. The Employer Service Representative will provide outreach to employers in order to increase training opportunities. Customized Training is one avenue to prevent some layoffs because current employees may be cross-trained while the employment is

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subsidized. The LWIB has approved an increase in the income level for incumbent workers to 400% in order to provide accessibility to customized training. On-The-Job training contracts are anticipated to increase with the addition of funds and outreach to the community by staff. Due to the downturn in the economy, apprenticeship opportunities are limited in Coconino County.

12. If the waiver for use of up to 100% of Rapid Response funding for incumbent worker/customized training is approved, what strategies would the LWIB put in place to coordinate with employers to utilize this funding?

The Career Center has only received \$24,465 for Rapid Response from ARRA funding, and anticipates using it all for its intended purpose, not incumbent worker training, due to the large increase in layoffs that are occurring and anticipated.

13. Provide the strategies the LWIB has in place to directly contract with community colleges and other eligible training providers to respond to the need for increased training as emphasized in the Act. Also include the types of curriculum to be developed for emerging sectors, capacity of the institution and timeframes for newly developed training.

The Career Center will continue to partner with Coconino County College to place trainees in classes and GED. The College has already created a Green Building Curriculum for Career Center YouthBuild clients that prepares youth for green jobs in this emerging sector. The College provided a Work Readiness Class to all Summer Youth Interns through a simultaneous ITV downlink that allowed youth in Flagstaff, Page, Williams and Fredonia to participate in the same Work Readiness class. Another training opportunity is the collaboration by Yavapai and Coconino counties to transition those with little or no job skills into health care by providing short term training in the caregiver and medical office fields. Professionals will be hired to provide small classes with one-on-one training to quickly improve job skills which would allow participants to move into On-The-Job Training in health care facilities within the two counties. Career Center staff are also working with the Coconino Community College to write, and partner, on a variety of grants, that if funded will strengthen and expand existing linkages. The Community College and the Career Center participate in the SEDI consortium that works to identify opportunities in newly emerging green fields. The Coconino LWIB contains 2 members from the Community College, and the LWIB Youth Workforce Council also has membership from the Community College, as does the Coconino Rapid Response team. The Career Center Director sits on the advisory board for the College Business department. These connections assure that staff are able to provide information that assures that training is offered for community and employer needs.

List any contracts entered into as a result of ARRA:

Coconino Community College Work Readiness Class

Various On-The Job Training contracts and WEX agreements

Outreach

14. Explain how the LWIB will assess existing Eligible Training Provider courses within the local area for content to determine if they meet current employer and worker needs, and if an update is needed with current workforce information to prevent duplication of existing courses and curriculum.

The LWIB is currently working with Coconino Community College to increase the number of courses listed on the Eligible Training Provider List (ETPL). However, the College already offers a wide variety of course that are in local demand. All Coconino College certificate classes are the result of a Business Plan that is developed by the College, in association with local business, to identify the need for the certificate.

15. What goals has the LWIB developed that reflects the increase of the number of individuals trained and served as a result of ARRA funding?

Program	Projected Individuals Served	Projected Individuals Trained
Adults	40	40
Dislocated Workers	85	85
Older Youths	33	33
Younger Youths	105	105

The ARRA funds will provide for a Summer Youth program that will train approximately 103 youth in Work Readiness and Summer Work Experience programs in summer 2009. A smaller summer program may be offered in summer 2010. For year round Youth, Adult and Dislocated Worker programs, the Career Center provides a customized “one size fits one” approach to career and job development for the customer. Customer Choice is one of the main tenets of WIA, and is supported through this approach. Based upon their assessments, educational level, interests, skills and subsequent employment plan/strategy, training and education will be provided that allows clients to meet their goals.

16. Describe how the LWIB will increase outreach efforts to low-income and public assistance individuals per the requirements of the ARRA. If the LWIA is a multi-county local area, describe how this will be accomplished in each county.

As already noted, Coconino County will increase outreach efforts to low-income and public assistance individuals through contact with and referrals from the successor to the JOBS program, DES programs, the United Way Financial Stability Partnership, and Veteran Services. The Career Center is physically located in the Coconino County Health & Community Services building, which offers a one stop array of resources for citizens in need of assistance, most of whom are low income. Even the lobby of the Career Center facilitates outreach to low income people as it is jointly shared with Community Services, and thereby low income people seeking resources and rent assistance from the Community Services department are provided information about opportunities through the Career Center. Outreach efforts have been made to reach

community programs and church programs that serve low-income individuals. Contacts have also been established at local schools to reach low income youth for the Summer Youth program. The Career Center is a member of all Chambers in the County, and has used Chamber of Commerce linkages, public announcements, and newsletters as well as local media stories on WIA and ARRA resources. An intern was placed at the largest newspaper in the County, the Arizona Daily Sun, to increase media coverage. In addition, Career Center summer interns were placed at community based organizations and One Stops that serve low income people to increase access.

17. How will the local workforce system prepare to serve dual customers; meeting both the needs of the employer and job seekers?

The Career Center considers employers our primary customer, and therefore our job is to provide job seekers with the skills and education they need to become employed. Our LWIB membership includes the premier employers in our service area and provides an avenue for trainees to become employed. The Career Center is a partner in a survey being conducted by NAU that will identify the workforce training needs of business and major employers , and then seek to develop training and education programs to address those needs. In addition, partnerships such as JOBS 2009 and membership in all Chambers of Commerce promotes the connection between the workforce system and employers. The Career Center Director is a member of the Arizona Association of Economic Developers (AAED) and this group provides linkages to a network of existing employers and newly emerging opportunities offered through new business in the region. Finally, we consider that all Career Center staff are part of our package to offer employer services. Current outreach efforts are focused on meeting with employers, both public and private, to obtain On-The-Job Training contracts, as well as Work Experience contracts that may lead to On-The-Job Training or permanent employment. These wage subsidies help employers offset training costs and helps the employee with job placement. Our Career Coaches and Employer Services Representative match jobs to participants using both assessment tools and Case Manager recommendations. Customized Training may be utilized to assist employers who need to cross-train employees in dual roles to maintain their job.

18. How is economic and job information made widely available to job seekers seeking employment and training services?

Every customer who enters the 5 county One-Stops and the Career Center is offered access to the Arizona Workforce Connection programs available through VOS. Computers in the One Stops, and at the Career Center, have “Favorites Bookmarks” that lead them to a wide variety of LMI sites, including the Arizona Workforce Informer, and the AZ Department of Commerce LMI sites. Local Market Information is available in the JOBS room, on the Career Center website and on the newly developed JOBS 2009 website. A variety of training and job opportunity materials are posted and available in the JOBS room. The Career Center offers Job Clubs where job seekers learn about opportunities in the local, state and national labor markets, and also offers a workshop called “Job Search in the 21st Century” that assists job seekers in learning about LMI and how it relates to their employment strategies and plans. Customers attending WIA Orientation are given information on employment opportunities and training services in the area. Although the Career Center is based in Flagstaff and only

YOUTH SERVICES

serves off-reservation Coconino County, we have an office in the city of Page at the Community College campus and Career Center staff provide itinerant services on a monthly basis to all outlying communities. Information on LMI and employment and training services is provided during these visits. For example, in September the Career Center and Coconino County teamed up to provide a workshop in Page entitled: **How To Apply For Jobs In the Public Sector**. In addition, the Career Center belongs to all Chambers of Commerce in the County, and provides information to both job seekers and employers through these partnerships.

19. Describe LWIB strategies for providing comprehensive, integrated services to eligible youth, including those most in need. What changes will be made to identify youth barriers or most in need? (IX.E.1. (§122(b)(18))

Comprehensive, integrated services are provided to eligible youth, including those most in need, by the development of an Individual Service Strategy with input from the youth and the assigned youth Career Coach. The ISS is designed to capture goals and services necessary for success. The ISS also identifies barriers to employment and methods to overcome these barriers. A Suitability for Registration Form for Youth and the application information are used to identify youth barriers and needs at the initial eligibility interview. A group orientation, and personal interviews with the youth during the development of the ISS, identifies barriers and on-going case management provides support. No changes are envisioned to the existing intake and assessment system that already successfully provides integrated services to youth, including those most in need. Most of the ARRA youth funds will be spent on summer internships, and those youth were all low income, and had one of the 7 barriers that triggers selection for service. However, the Career Center plans to fund an ARRA project for Older Youth, based upon the Coconino County Career Center Green YouthBuild model, that will increase enrollment and success of the Older Youth cohort.

20. Explain the strategy the LWIB has in place in order to meet the required expenditure rate of 30% for out-of-school youth served with ARRA funds.

All ARRA Youth are tracked on spreadsheets to indicate In-School or Out of School status. The contract information and dollars are also being tracked on the same spreadsheet.

21. Provide in detail, the plan developed by the LWIB for providing work experiences for summer employment. Include in the grid provided below information on possible providers, projects, and the number of individual worksites for summer work experience that the local area has identified.

A Summer Youth timeline was developed to ensure all activities were completed in an orderly and timely manner. Outreach to all local schools, businesses and Chambers of Commerce began in March with a concentrated effort to recruit employers. Personal outreach presentations, media announcements and newspaper articles were released to inform the public of Summer Work opportunities. The application and flyers about the program were posted on the County website. Three Teen Job Fairs were conducted in Page, Flagstaff and Fredonia that reached hundreds of youth. The Career Center received 618 applications, conducted 313 eligibility appointments and placed 103 youth into internships. There were 67 worksites funded for interns. Three youth crews were funded, one at the Flagstaff Housing Authority, one for the City of Williams, and the

Career Center also managed a younger youth crew that provided roving services at different locations in Greater Flagstaff. Work Experience positions included: office assistants, laborers, custodial helpers, maintenance technicians, newspaper reporters, Chamber of Commerce aides, website designers, computer specialists, researchers, clerks, groundskeepers, One Stop aides, senior center helpers and library assistants. It is estimated that 75% of In-School Youth funds will be expended and up to 70% of the Out-of-School Youth funds will be expended on the summer program. In addition, Adult WEX funds will be expended on those who did not meet the Youth income guidelines.

Providers	Projects	# Of worksites for summer work experience	# of youth
1	3	57	103

22. What local guidance is in place to ensure youth will be assigned to age appropriate work experience assignments?

As is always done with Career Center Internships, the Career Center requested job descriptions from all employers seeking summer interns through the ARRA grant. The form included a section to list the age range of interns, special skills needed, work days/hours, and the job duties. In addition, as is always done for youth applicants for WIA services, all youth applicants completed an application that listed their age, work experience, special skills, interests, and education. Using this information, the Career Center was able to match applicants with age appropriate jobs. Each employer received and reviewed a copy Child Labor Law information. Staff included and reviewed this information and answered questions at an Employer Orientation held prior to the beginning of any Work Experience Internship. Each Internship Agreement was reviewed to ensure age appropriate match.

23. What percentage of youth ARRA funding does the LWIB plan to expend for the summer of 2009 and how many youth are anticipated to be to be served? Will ARRA youth funds be used for regular WIA youth activities other than summer

employment?

Percentage of youth funds	70-80%
Number of youth to be served	103

Most of the ARRA Youth funds will be spent on summer employment. With the anticipated extension of the summer program, additional funds may be expended. Some Out-of School Youth funds may be used for regular WIA youth activities later in the year, including the project modeled on the YouthBuild approach.

24. How does the LWIB plan to train staff in time for implementation of expanded summer employment activities?

Coconino County Career Center is a long-term provider of summer youth programs. The Career Center has twice won the AZ Governors Award for Youth Leadership that recognized our Teenworks summer program, and a National Association of Counties (NACO) award for the same project. Staff are experienced with Summer Youth plan development. A timeline was developed and an implementation plan was followed. Two Career Center staff are already trained in eligibility and provided that service. One temporary clerical staff assisted with paperwork and file assembly. A Work Readiness component was contracted for with the Coconino County Community College and has already been referred to in this document. Six additional temporary staff were hired and trained to assist with monitoring and supervision.

25. Provide information on LWIA or sub-contractor staff who have been assigned to oversee ARRA youth activities and summer employment.

Training Provided	# of staff trained	Date
DOL TEGL 14- 08 Posted & Review	5	3/18/09
Webinar – Let’s Get The Show on The Road	5	3/24/09
Webinar - Let’s Ramp It Up	5	3/31/09
Career Center – Summer Program Brainstorming Session	10	4/1/09
WIA Technical Assistance Seminars	2	4/7 & 4/8/09
Career Center – Summer Program Design Session	5	4/7/09
Webinar - Job Readiness	4	5/1/09
ARRA VOS Data Entry Training	7	5/8/09
Career Center - Summer Coach Monitoring Training	6	5/27, 28, 29/09

**RE-EMPLOYMENT
SERVICES**

Career Center – Summer Youth Crews Orientation & Training	20	6/24, 25/09
<p>26. Provide the training the above staff (identified in #25) has had in implementing the various aspects of summer employment, including appropriate wage and hour provisions, child labor laws, and work site supervision and safety.</p> <p>Career Center Youth staff are already trained in wage and hour provisions, child labor laws and worksite supervision and safety. New summer coaching staff were provided with training as already noted above. These items are addressed in both the Youth Handbook and the Supervisor Handbook which were redeveloped for ARRA from existing Teenworks manuals. The Youth Staff and ARRA Summer Program Manager conducted a separate orientation for Supervisors from all worksites which included a review of the various aspects of summer employment. They also conducted an orientation for Youth Interns to cover these items.</p>		
<p>27. Explain the LWIBs plan to collaborate with all One-Stop partners to develop a comprehensive service delivery model that will ensure that UI claimants receive an enhanced level of service.</p> <p>The LWIB plans to collaborate with all One-Stop partners to develop a comprehensive service delivery model that will ensure UI claimants receive an enhanced level of service. One Stop partners will meet on a quarterly basis, as they already do, and include a discussion to develop a plan to collaborate on improving resources to UI claimants. None of the Coconino County One Stops received additional direct ARRA funding from the State grants. The Career Center did provide ARRA summer interns to assist with operations and meet the increased demand for services, but only DES Employment Administration staff, and those based at the Call Centers operated by DES, are allowed to provide in depth information to UI claimants. Although the number of customers has increased at all One-Stop Centers, customers receive an enhanced level of service through the existing reemployment services offered by DES funded staff, and with on-site staff to assist with filing UI by phone or electronically. All One Stops have connectivity to Employment Services through the Virtual One Stop System (VOS) at www.arizonavirtualonestop.com and UI service access through a toll free Arizona Re-employment Rapid Access line. UI services are available from any location through the internet at www.azui.com, as well as telephone access through a toll free number. Written instructions are given to those self-identifying as applying for UI. The One-Stop Centers use a uniform referral form to provide customer information to each program and for follow up purposes. The One-Stop Managers group meets quarterly to discuss information and provide a uniform approach to services.</p>		
<p>28. Describe the LWIBs plan for increasing access to Re-employment Services for remote Unemployment Insurance (UI) filers by connecting them to the workforce system.</p>		

Physical access points include the comprehensive One-Stop in Flagstaff, Tuba City and Page. Employment services staff in these areas are providing re-employment services to remote UI filers. These sites include computers to allow UI filers to conduct UI business and job search activities via the internet. The Williams Library One Stop electronic access site also provides computer and Employment Services staff make weekly itinerant services visits to this site. All One Stops have connectivity to Employment Services through the Virtual One Stop System (VOS) www.arizonavirtualonestop.com and UI service access through a toll free Arizona Re-employment Rapid Access and through the Internet system at www.azui.com. Local office telephone access to the workforce system is available from any location. Re-employment orientations are only offered at the DES One Stop in Flagstaff and are scheduled and conducted weekly through an appointment letter process and services are documented in the AirsNet system and VOS to obtain a successful outcome with employment. In January 2010, Employment Services will be placing a Re-employment Assessment (REA) worker in the Flagstaff Comprehensive One Stop, managed by DES, as a result of a DOL REA grant. The REA worker will conduct in-depth assessments for UI claimants selected to attend a Re-employment Services Orientation by Employment Services staff.

SECTION IV: PLANNING

STAFFING

1. Describe the LWIBs plans to build up in-house staffing needs to meet the capacity needed to provide increased services in the LWIA, as encouraged under the ARRA.

Current staff will increase by funding one Employer Services Specialist, and temporary staff in the summer for the ARRA summer internship program. Due to the small amount of ARRA funding and limitations in WIA contracts to 10% for administration, services will be provided by existing staff and partners, with the bulk of the funds reserved for client training and education. The Career Center has experienced staff who are able to manage the inclusion of temporary funds offered by ARRA into existing WIA programs, as they will be incorporated into current systems.

2. Enter the total number of WIA employees currently working in the local area and show the increase of staff due to ARRA funding. Count each employee only once. If only a portion of an employee's time is charged to the program, count that person as one.

Position	Current Staffing Prior to ARRA	Additional Staffing Due to ARRA
Admin/Fiscal	3	0
Program Management	2	1

SUB-CONTRACTORS

Program Support	4	0
Intake	n/a	0
Outreach	0	0
Other – Temporary Summer Coaches	0	6

3. Enter the name(s) of sub-contracted providers currently providing WIA activities and show the increase in funding as a direct result of the ARRA. If contracts will be increased by more than \$100,000, please contact the WIA Fiscal Section for technical assistance before proceeding with the amendments.

Sub-Contractors Adult (A); Youth (Y); Dislocated Worker (DW)	Sub-Contracted Amounts Prior to ARRA	Sub-Contracted Amount Increased Due to ARRA
n/a		

BARRIERS

4. Identify any barriers/concerns that the local area faces in meeting the requirements of ARRA (sub-contracting, workforce development, outreach & marketing, quality assurance and oversight, compliance with DOL requirements, fiscal requirements, reporting and performance, etc.).

The increase in customers, and the addition of a new summer program with tight timelines, has greatly increased the workload of all Career Center staff, but especially the existing staff who supported the summer temporary staff, and the Program Management team and Employer Specialist. Since the decrease in funding had caused the Career Center to close our remote offices and the One Stop previously managed by the Career Center, staff are on the road, in the largest county in the state, to deliver services in major population centers. Limited space has required the remodeling of our Career Center training room to accommodate larger groups for orientation and provide enhanced services. This room, called the JOBS room, was opened on August 4. Additional Job Clubs have been added to accommodate different groups of job seekers. The Rapid Response team, is managed by the Career Center, and contains dedicated partners who have formed a strong network that provides excellent services to the increasing number of layoffs. The Navajo Nation has joined us for lay offs that impact their clientele, bringing much needed resources. Since there are not enough funds from this temporary funding stream to justify adding new staff, existing staff are attempting to work smarter while maintaining customer service.

Barriers continue to be excessive administrative requirements, paperwork and reviews, even though funding levels are lower. Systems designed to provide services through

One Stops still remained poorly funded. The DES Employment Administration owns land on which a new One Stop was planned to be built, but that building has not been started and the Comprehensive One Stop is in rental space that does not serve the needs of customers, or staff, well. The data base furnished through VOS continues to be ineffective and slow, and causes staff to take more time for this system than should be required. A recent infusion of new, but short term, funds comes at the worst economic crisis for both the Arizona and National economies. Partners who want to help find themselves hampered by hiring freezes or furloughs that impede delivery of services.

However, quality assurance and oversight are being maintained and Career Center staff are experienced and trained to follow procedures to ensure compliance. Management plans to increase their training by instituting a weekly review of TEGLS and subsequent reviews with staff to ensure compliance. Webinars on the implementation of ARRA and the Technical Assistance Conference provided by the state were very helpful. WIA Fiscal staff have provided training and report reviews to fiscal staff. Program Staff continues to follow clients for performance and are able to maintain case files.

5. What technical assistance is needed from the Arizona Department of Economic Security to address the barriers/concerns identified?

Arizona Department of Economic Security has provided a Technical Assistance Conference. Training has been provided upon request.

SECTION V: PERFORMANCE

PERFORMANCE MANAGEMENT

1. What steps has the LWIB taken to determine how the work readiness indicator for summer employment will be measured? What tool(s) will be utilized?

Using information received at the Work Readiness webinar provided by www.workforce3one.com, a curriculum was developed by the Coconino County Community College that built upon these ideas, but added local information. The Work Readiness Class built upon the areas identified in the per-application where youth listed their Work Readiness barriers. The Class was delivered by the College through their ITV network and was provided simultaneously to youth in Flagstaff, Williams, Page and Fredonia, with Career Center and College staff in each of the classrooms. A pre- and post-test was developed to measure gains made prior to instruction and after instruction. A pre-test was also included in the pre-application for summer employment to measure pre-program proficiency. The College class built upon those needs and added ideas to enhance soft skills needed for good job performance. Youth were given the post-test upon completion of the program. In addition, all completors were given a flash drive that was loaded with our STAR work readiness information to serve as a continuing aid for participants, and promote connectivity to the Career Center for ongoing services.

2. What are the LWIBs plans to ensure that all programs funded under regular WIA formula funds and ARRA funds are meeting performance measures, as required under the Act?

Programs funded under regular WIA formula funds will meet or exceed performance measures by using the same standards of case management and tracking that have allowed our LWIA to meet or exceed these standards in the past.

Programs funded under ARRA will also use the same standards for Adult and Dislocated Worker. The Summer Youth work readiness performance will be measured using the pre- and post-test results. All participants will be tracked closely to ensure the performance measures are met.

3. Provide the LWIBs plan to closely monitor summer youth employment activities, as well as other ARRA youth activities.

Summer Youth employment activities will be closely monitored by providing additional trained contract staff to conduct on-site monitoring visits for the summer youth in conjunction with close case management by Program Staff. Desk reviews of case files and the review of bi-weekly progress reports will assist in monitoring the youth.

4. Describe the changes that will be made in the local area monitoring process to monitor WIA Formula and ARRA funding to ensure fiscal and programmatic compliance.

ARRA funding will be closely tracked using a spreadsheet to capture pertinent information about participants, training costs and funding streams. The Virtual One-Stop System (VOS) is also used to track numbers of ARRA Adults, Dislocated Workers and Youth. A separate account has been set up to track all ARRA funds. Forms have been revamped to meet guidelines. The Work Readiness component has been added to monitoring.

WIA Formula funding is tracked using the same system. A contract staff person trained in VOS reporting will monitor data entry and programmatic compliance

SIGNATURE PAGE

PROGRAM YEAR 2009

We, the undersigned, do hereby approve and submit this Local Plan modification for the Workforce Investment Act (WIA) Title I-B Adult, Youth, and Dislocated Worker and Wagner-Peyser Programs for the:

Coconino County

Local Workforce Investment Area (LWIA)

Submitted on behalf of the Local Workforce Investment Board (LWIB) and Local Elected Officials for this Local Workforce Investment Area.

Signature – Local Elected Official

Date

Matt Ryan, Chairman
Name and Title

Signature – LWIB Chair

Date

Christine Mayer, Chair
Name and Title

Approved on behalf of the State of Arizona:

Signature – Chairman
Governor's Council of Workforce Policy

Date

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9/14/09
Date


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Name and Title


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Christine Mayer, Chair
Name and Title

Approved on behalf of the State of Arizona:


Signature – Chairman
Governor's Council of Workforce Policy

01.28.10
Date